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UNIVERSITY FACULTY SENATE MEETING

FEBRUARY 10, 2010



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AGENDA

- Call to Order
- Strategic Planning (Ed Lawler/Kent Fuchs) (10 min)
- Budget Update (Paul Streeter/Elmira Mangum/Kent Fuchs) (15 minutes)
- Budget Task Force Report (Paul Streeter/Kent Fuchs) (15 minutes)
- Approval of Minutes (1 minute)
- Nominations & Elections Committee Report (Fred Gouldin) (1 min)
- Resolutions on the Library (UFC, Library Board) (20 minutes)
- CAPP Report – Creation of Information Science Department, and Other Issues (Bill Crepet and others) (15 minutes)
- FPC Report (Steve Pope) (5 minutes)
- DoF Report (Bill Fry) (3 minutes)
- Good and Welfare (5 minutes)



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KEY QUESTIONS

- Who are we?
- Where do we want to go?
- How can we get there?
- How will we tell if we have?



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THE CHALLENGE

**HOW CAN CORNELL PRESERVE AND
ENHANCE ACADEMIC EXCELLENCE IN A
PERIOD OF CONSTRAINED RESOURCES?**



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STRUCTURE AND PROCESS

- **Strategic Planning Advisory Council** (8 faculty)
- **Four Working Groups** (63 faculty, staff, and students)
 - **Education**
 - **Research, Scholarship, and Creativity**
 - **Public Engagement**
 - **Organizational Stewardship**



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SOME HIGHLIGHTS

1. Cornell as a Singular Unit
2. Culture in Support of Teaching
3. Leadership in Research
4. Embrace Public Engagement as the Outreach Mission
5. Faculty Renewal
6. Diversity and Inclusion



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LONG-TERM ASPIRATION

- **STRIVE TO BECOME A TOP-TEN RESEARCH UNIVERSITY IN THE NATION AND WORLD WITHIN THE NEXT 10 YEARS.**



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HOW YOU CAN PROVIDE INPUT

- Today's meeting
- Upcoming public forum:
 - February 24, 2010 from 4:30-5:30p in G10 Biotech
- A brown bag lunch:
 - March 3 from 12:15-1:15p in the Ramin Parlor Rm of Sage Hall
- Send e-mail comments on the draft to:
strategicplanning2010@cornell.edu (see the website:
<http://www.cornell.edu/reimagining/>)
- **NOTE:** You will have a chance to provide input on two drafts
 - The first draft currently on the web at:
<http://www.cornell.edu/reimagining/plan.cfm>
 - The second and complete draft to be posted the week of March 8th



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Budget Status Update

Faculty Senate Meeting
February 10, 2010



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Budget Status Review

- 12 Months Ago
 - Deficit of \$88.7M for FY09
 - Would have grown over multiple years to \$215M deficit
- Today
 - Projected Deficit of \$62.5M for FY10
 - Unless additional actions taken, will grow over multiple years to \$135M
- Future
 - Committed to approximately \$32M deficit for FY11
 - If no action taken the FY11 deficit will actually be over \$80M
 - Committed to balancing the budget



Fiscal 2011 Budget Outlook

- Major Revenue Changes
 - Reduction in endowment payout – 13.7%, \$19M
 - Estimated reduction in NYS appropriation - \$20M
 - Net UG tuition increase - \$10.3M
 - Net professional tuition increase - \$7.6M
- Expense Reduction Strategies
 - Reduce debt burden
 - Aggressively pursue administrative savings opportunities through the Initiatives Coordination Office (ICO)
 - Assignment of unit budget reductions



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Reserve Actions in Past 12 months

| <u>Sources</u> | <u>FY09</u> (millions) | <u>FY10</u> (millions) |
|---------------------------|---------------------------|---------------------------|
| Central FFE | \$50 | |
| Central Admin Units | 7 | \$75 |
| Academic Units (colleges) | <u>18</u> | <u>25</u> |
| Total | \$75 | \$100 |

| <u>Uses</u> | | |
|--------------------------|-------------|--------------|
| Line of Credit Payment | \$75 | \$50 |
| Enabling Budget Relief | | |
| Debt Repayment | 0 | 46 |
| Cost Savings Investments | <u>0</u> | <u>4</u> |
| Total | \$75 | \$100 |



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Budget Model Task Force

Faculty Senate Meeting
February 2010



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Budget Model Key Requirements

- Single budget model
- Open and transparent budget process and information
- Simple, understandable, and predictable
- Enables and motivates actions that improve quality, strength, efficiency, and academic excellence
- Data informed
- Common treatment or distribution of like revenues and costs across all operating units
- Supports critical “checks and balances” with CFO
- Annual review of major revenue and cost distribution actions with Deans and Vice Presidents



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Budget Task Force Members

- Cathy Dove, Co-Chair, Associate Dean of Administration, College of Engineering
- Paul Streeter, Co-Chair, Interim Vice President for Budget and Planning
- Steve Golding, Senior Consultant to the President
- Kevin Hallock, Professor, School of Industrial and Labor Relations
- Kent Kleinman, Dean, College of Architecture, Art, and Planning
- Michael Kotlikoff, Dean, College of Veterinary Medicine
- Kellie Page, Director of Finance and Administration, Student and Academic Services
- Jane Pedersen, Associate Dean for Administration, College of Arts and Sciences
- Bob Swieringa, Professor, Johnson Graduate School of Management



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Task Force Process

- Evaluated current budget models
- Researched alternative models
- Consulted other universities (Penn, U. Michigan, Stanford, Syracuse)
- Conducted several consultative discussions
 - Financial Policy Committee of Faculty Senate
 - Deans
 - Vice Presidents
- Interim report issued – modified based on feedback



Primary Improvements

- Transparency – simple to understand and to monitor
- Consistent Treatment of Key Resources
- Common valuation of undergraduate tuition and recognition of institutional nature of UG education
- Flexibility within the model – accommodates evolving organizational structures and priorities
- Defined resource for institutional priority investment
- Meaningful governance and oversight



Major Budget Model Decisions

- **Pooling Undergraduate Tuition** - \$432M gross tuition, unrestricted financial aid - \$136M – net approx. \$296M
- **Distributing Net UG Tuition on a Data-Informed Basis** - considering cost, quality, and priority
- **Common Treatment of Like Revenues and Expenses:**
 - **F&A recoveries** - \$79 million
 - **Endowed professorships** - \$40.6 million
 - **Space Costs** - \$120 million (excluding debt)
- **Establishing Sufficient Institutional Resources for Priority Investment** – 10-15% (unrestricted) is approximately \$125-\$175M



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APPROVAL OF MINUTES

February 10, 2010



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NOMINATIONS & ELECTIONS REPORT

FRED GOULDIN

February 10, 2010



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Financial Policies Committee

- Tony Simons, FPC committee

Library Board Committee

- Jeremy Braddock

Child Care Committee

- Marya Besharov
- Stephen Morgan

Music Committee

- Mary Beth Norton



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INSTITUTIONAL BIOSAFETY COMMITTEE APPOINTMENTS

- Rosemary Loria
- David Wilson
- Martha Mutschler-Chu
- Relford Patterson

Institutional Review Board Appointments

- Yasamin Miller
- Relford Patterson
- Alice Isen
- Mariana Welker
- Sukyeong Pi

Institutional Animal Care and Use Committee (IACUC)

- Susan Bliss
- Maurice White



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RESOLUTIONS ON THE LIBRARY

UFC, LIBRARY BOARD

February 10, 2010



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Background

On November 24 the Provost chaired an open discussion of the library task force report. It developed at that meeting that there was a disagreement between faculty members and library staff on the task force about the contents of the report. The task force report recommended reducing the budget of small libraries by approx. 11% and the central library by 3%. Thus it would appear that the budget cuts weigh more than three times on the small library staff than on central library staff. The Task Force Report also recommended placing all the library budgets in the hands of the central librarian.

On January 5th Charles Brittain, Chair of Classics, sent a letter to Provost Kent Fuchs, signed by 15 chairpersons of departments in the College of Arts and Sciences pointing out that our library's materials budget had fallen from 8th to 13th place among the libraries on the continent and appealing for its restoration to that of the previous year and eventual restoration among the top ten libraries.



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Whereas

Whereas the Library system at Cornell is essential to the academic mission of the University and thus a proper subject of interest of the University Senate, and

the Library Task Force Report recommended the closing of some unspecified number of small libraries to achieve cost reduction goals, and

Whereas the faculty and students of the units served by the small libraries have not been consulted as to the advisability of their closing, and

Whereas there has been a long tradition of locating library materials and reference consultants near the academic workplaces of the various colleges and departments, and

it is the faculty and students of the units served by the small libraries of Cornell that are in the best position to assess the academic value of these libraries and the direction their development should take.



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Motion Part 1

1. The Senate recommends to the University Administration that none of the small libraries (Ornithology, Veterinary, Entomology, ILR Catherwood, Africana, Johnson Management, Music, Fine Arts, Engineering, Hotel or Law) be closed without first consulting the wishes of faculty and students of the unit that the library serves, assessing the impact on the accreditation of the units concerned, should their library be closed, and at the same time determining that the necessary reduction in costs cannot be achieved by reducing the staff of units of the central libraries (e.g. Library Administration, Information technology, Research and Learning Services, etc.).



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Motion Part 2

2. The Senate recommends to the University Administration that the materials budget of the library be restored so as to place Cornell in the ranks of the top ten libraries on the continent.



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Motion Part 3

3. The Senate recommends to the University Administration that the budget supervision of the small libraries be located in the units (laboratory, department or college) that the library serves.



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Proposed Draft Resolution for Senate from University Faculty Library Board

Whereas the library system at Cornell is essential to the academic mission of the University and thus a proper subject of interest to the Senate; and

Whereas, in the current financial crisis all units of the University are being asked to make substantial cuts to their budgets; and

Whereas, at a forum with the Provost and the University Librarian and subsequently many members of the faculty and staff have expressed their concern over the impact of such cuts on acquisitions of both print and electronic materials and on the continued existence or successful functioning of smaller libraries on campus; and

Whereas, the University Librarian and her staff are currently engaged in a wide-ranging review of library expenditures and policies as a result of the Provost's response to the library's Strategic Plan to implement budgetary cuts; and

Whereas, the Faculty Library Board is appointed by the Senate and directed by Senate legislation "to review and help formulate broad library policy" in conjunction with the University Librarian and to inform the Librarian "of the needs and concerns of the faculty and students.;

Be it therefore resolved that:

The Senate directs the Faculty Library Board to work with the University Librarian to ensure that faculty and students from units affected by proposed changes in acquisition policies or library facilities be fully consulted before any significant changes are implemented and to report regularly to the Senate on the development of plans for such changes so that the Senate might then take any further actions it deems appropriate.



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CAPP REPORT

CREATION OF INFORMATION SCIENCE DEPARTMENT & OTHER ISSUES

BILL CREPET & OTHERS

February 10, 2010



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Mechanical Engineering

Program Information

| | Current | Proposed |
|--|---|---|
| Program Title (field, subject(s) and concentrations): | Concentrations: <ul style="list-style-type: none">- Biomechanical engineering- Combustion- Energy and power systems- Fluid mechanics- Heat transfer- Materials and manufacturing engineering- Mechanical systems and design- Multiphase flows | Concentrations: <ul style="list-style-type: none">- Biomedical Mechanics- Dynamics and Control- Energy and Sustainability- Fluid Dynamics- Micro- and Nanoscale Engineering- Solid Mechanics & Materials- Thermal Sciences |
| Award (e.g., degree; certificate): | | No change |
| HEGIS Code: | | No change |
| Program [SED] Code: | | No change |



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Aerospace Engineering

Program Information

| | Current | Proposed |
|--|---|--|
| Program Title (field, subject(s) and concentrations): | Concentrations: <ul style="list-style-type: none">- Aerospace Engineering- Aerodynamics (Minor) | Concentrations: <ul style="list-style-type: none">- Aerodynamics- Biomedical Mechanics- Dynamics and Control- Materials and Structures- Propulsion- Aerospace Systems- Thermal Sciences |
| Award (e.g., degree; certificate): | | No change |
| HEGIS Code: | | No change |
| Program [SED] Code: | | No change |



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Information Science Department Proposal:

- To move Cornell's IS Program to the level of department within the Faculty of Computing and Information Science (CIS)



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Existing Programs

- Three Undergraduate Majors in IS (A&S, CALS, Engineering)
- Minor in IS in all 7 colleges
- Ph.D. Program in IS (Graduate Field)



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Graduate Field Members now Functioning as a Department

- 32 Field Member/13 departments



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FPC REPORT

STEVE POPE

February 10, 2010



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DEAN OF FACULTY REPORT

BILL FRY

February 10, 2010



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2010 Stephen H. Weiss Presidential Fellow: John Muckstadt

- No medical/health excuses from Gannett
- 2010 Faculty Handbook available:
university faculty website
- Statler Club



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GOOD AND WELFARE

February 10, 2010